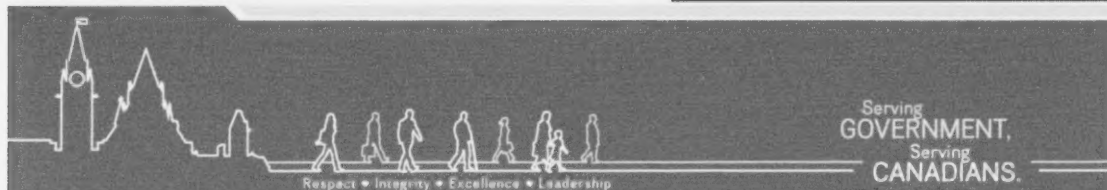




Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada



Serving
GOVERNMENT,
Serving
CANADIANS.

2013-14

REPORT ON PLANS AND PRIORITIES



Rona Ambrose, P.C., M.P.

Minister of Public Works and Government Services and
Minister for Status of Women

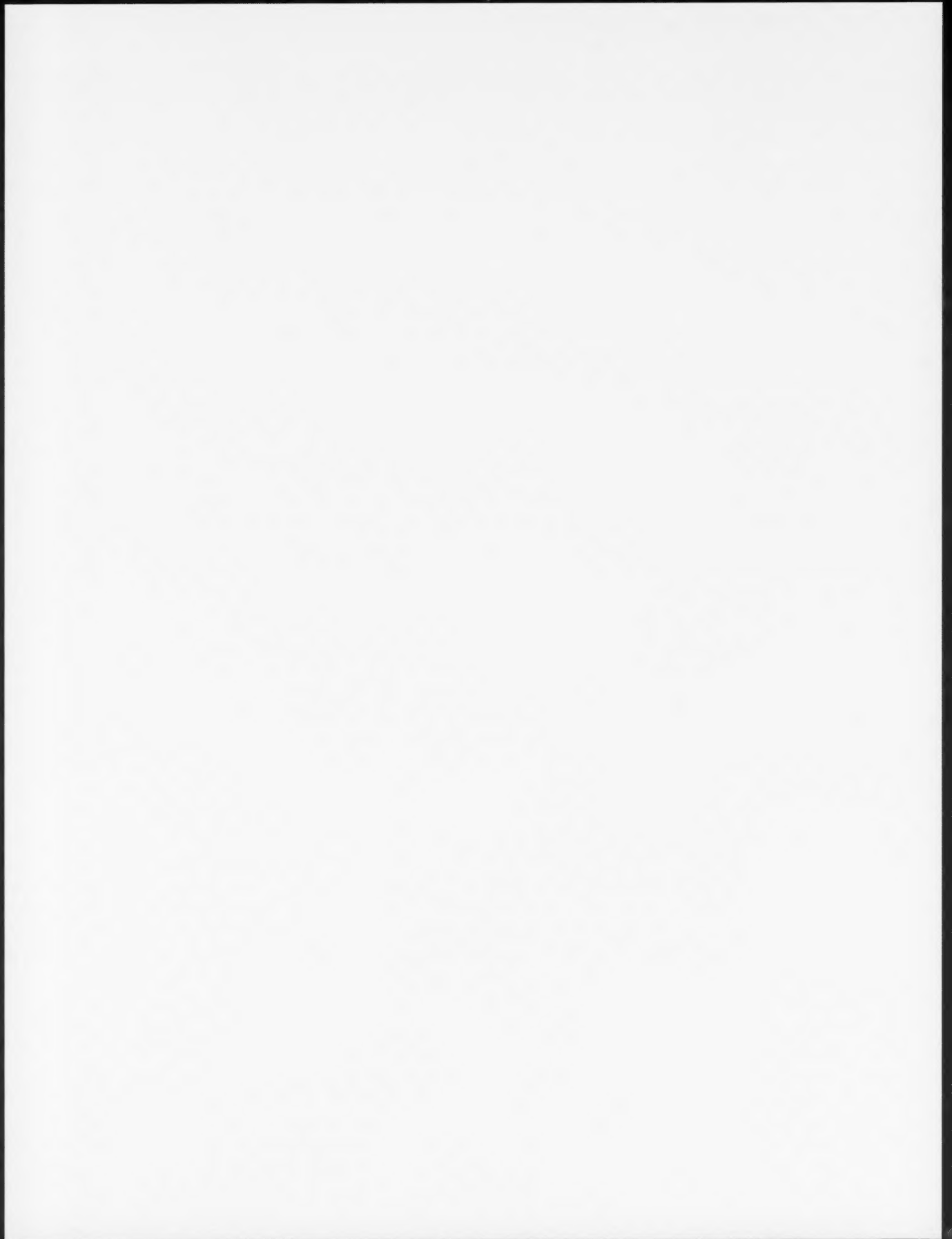
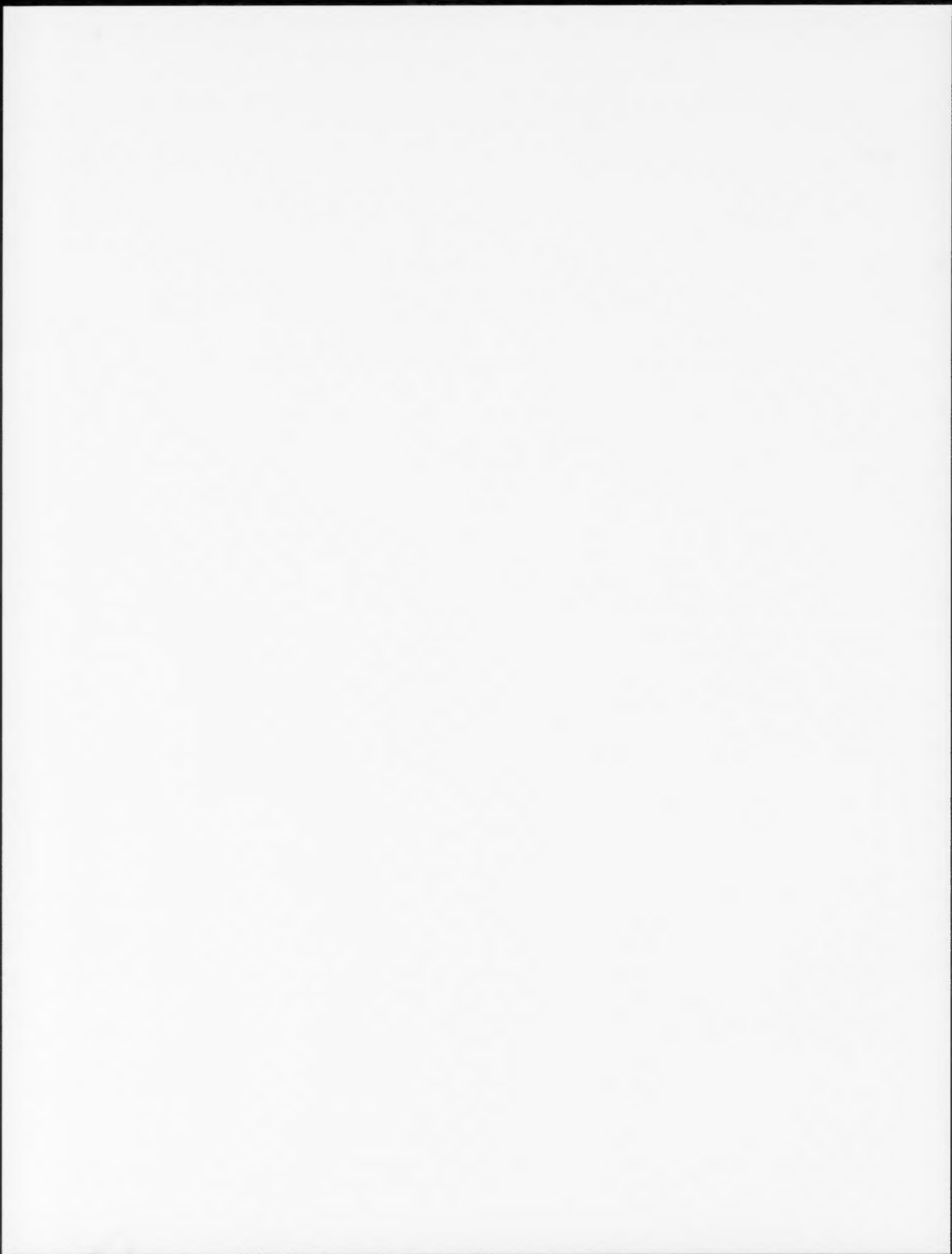


Table of Contents

Minister's Message	1
Section I: Organization Overview	
Raison d'être	3
Responsibilities	3
Strategic Outcome and Program Alignment Architecture	4
Organizational Priorities	5
Risk Analysis	8
Planning Summary	9
Expenditure Profile	10
PWGSC Spending Trend	11
Estimates by Vote	11
Contribution to the Federal Sustainable Development Strategy (FSDS)	12
Section II: Analysis of Programs by Strategic Outcome	
Strategic Outcome	12
Program: Acquisitions	13
Planning Highlights	13
Program: Accommodation and Real Property Services	14
Planning Highlights	16
Program: Receiver General for Canada	17
Planning Highlights	17
Program: Information Technology Infrastructure Services	18
Program: Federal Pay and Pension Administration	18
Planning Highlights	19
Program: Linguistic Management and Services	20
Planning Highlights	20
Program: Specialized Programs and Services	21
Planning Highlights	22
Program: Procurement Ombudsman	22
Planning Highlights	23
Program: Internal Services	23
Planning Highlights	24
Section III: Supplementary Information	
Financial Highlights	26
Net Cost of Operations vs. Net Planned Spending	28
List of Supplementary Information Tables	29
Section IV: Other Items of Interest	
Organizational Contact Information	29
General Inquiries	29

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Minister's Message

I am pleased to present Public Works and Government Services Canada's (PWGSC) 2013-14 Report on Plans and Priorities. This report outlines the department's priorities in support of the Government of Canada and Canadians.

Our Government's top priority remains the creation of jobs, growth and long-term economic prosperity. A key element of my mandate as Minister of Public Works and Government Services is to improve procurement, in consultation with Canadian industries, so that we can maximize job creation, support Canadian innovation and bolster economic growth across the country. For example, under my tenure, we have significantly decreased the average time needed for major procurements, which benefits Canadian industry and the Canadian taxpayer. We are implementing the National Shipbuilding Procurement Strategy creating stability for the Canadian shipbuilding sector and ensuring that National Defence and the Coast Guard have the ships they need to perform their duties. We have launched the Canadian Innovation Commercialization Program to provide companies with opportunities to sell innovative goods and services to federal departments and agencies. And we have established the new Public Service Pay Centre in Miramichi, New Brunswick, creating hundreds of jobs.

Through our new integrity measures, we are taking action to protect taxpayers from fraudulent companies that seek to do

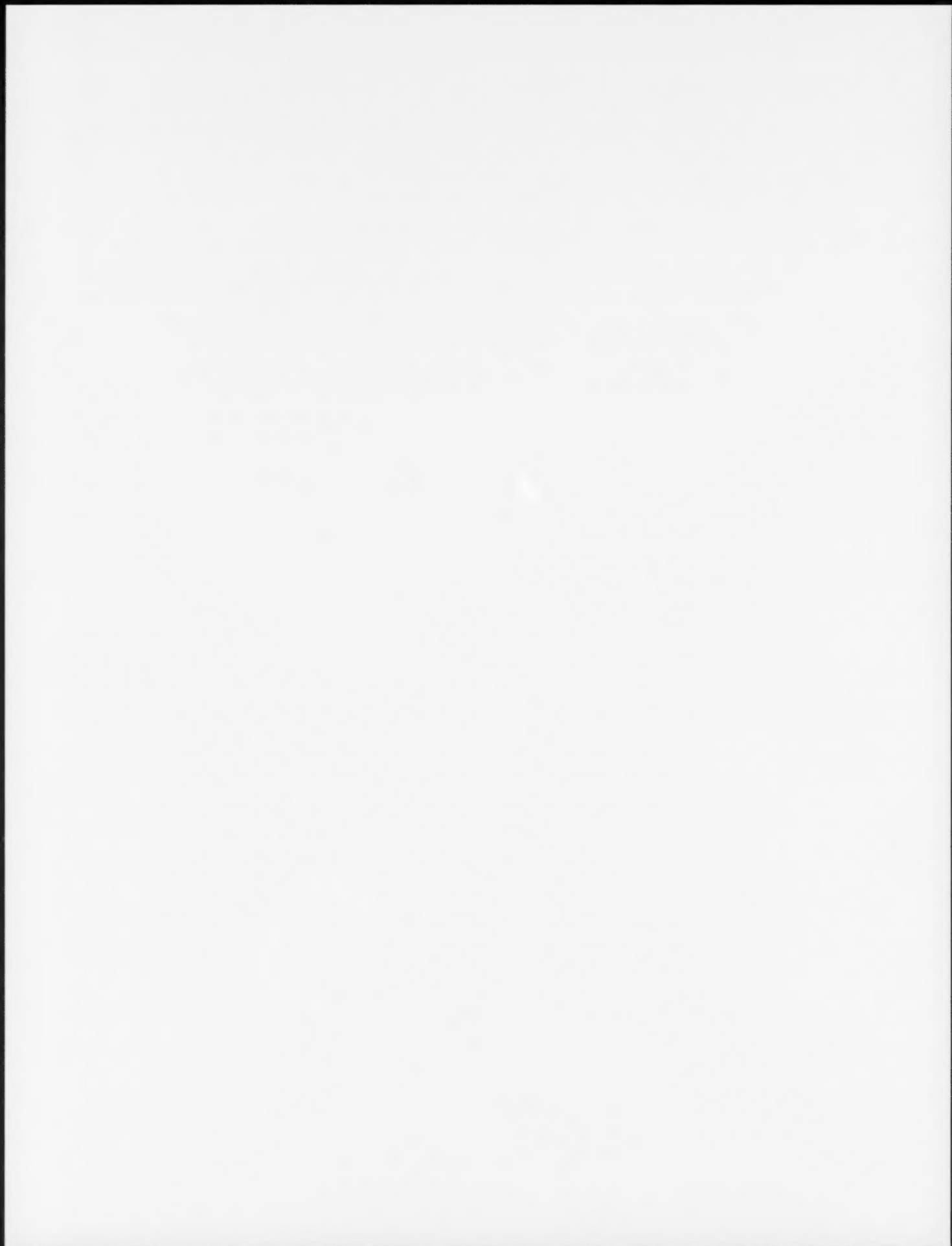
business with the Government of Canada. Our Government continues to stand up for accountability by ensuring we do business with companies that respect the law.



Over 2013-14, PWGSC's focus will be on improving and streamlining all our services both internal to government and outward facing to business and Canadians, working with industry to make procurement as simple and fast as possible with the flexibility to respond to shifting demands and expectations, supporting innovation and job creation across the country, streamlining government administration, and providing the best value for Canadians.

I am proud of what we have accomplished in making government more accountable to Canadians. I am confident that the initiatives described in this report—supported by our dedicated employees—will make an important contribution to the sound management of the resources entrusted to us, and will ensure value for money for Canadians.

Rona Ambrose, P.C., M.P.
Minister of Public Works and Government Services and Minister for Status of Women



Section I: Organization Overview

Raison d'être

Public Works and Government Services Canada (PWGSC) plays an important role in the daily operations of the Government of Canada. The Department is its principal banker, accountant, central purchasing agent, linguistic authority, and real property manager. The department's vision is to excel in government operations, and its mission is to deliver high-quality services and programs that meet the needs of federal organizations and ensure sound stewardship on behalf of Canadians.

Responsibilities

The Department, founded in 1841, was instrumental in the building of our nation's canals, roads and bridges, the Houses of Parliament, post offices and federal buildings across the country.

Today, we have evolved into a sophisticated operational arm of government that employs approximately 12,200 people working in locations across Canada and Headquartered in the National Capital Area.

The *Department of Public Works and Government Services Act*, passed in 1996, established the Department and set out the legal authorities for PWGSC's services. The Act established PWGSC as a common service organization providing government departments, boards and agencies with support services for their programs, including:

- Procurement;
- Office accommodation and facilities;
- Architectural and engineering services;
- Construction, maintenance and repair of public works and federal real property;
- Linguistic authority; and
- Industrial security screening.

The Minister of PWGSC serves as the Receiver General for Canada and is responsible for maintaining the Accounts of Canada and producing the Public Accounts. The Minister also has the authority for the administration of services related to benefits, superannuation, pension plans, and the disbursement of pay to federal employees.

Our goal is to manage our business in a way that demonstrates accountability, transparency, and adds value for our clients. In doing so, PWGSC:

- Injects more than \$14 billion annually into the Canadian economy through government procurement;
- Handles over \$2 trillion in cash flow transactions through the Receiver General function;
- Issues more than 14.2 million federal pay and pension payments;
- Provides accommodation to parliamentarians and more than 270,455 public servants in 1,796 locations across Canada;
- Provides translation and interpretation services, annually, for more than 1,700 parliamentary sittings and parliamentary committee meetings, and translates more than one million pages of text on behalf of other federal organizations; and

- Processes and images more than 20 million pages, annually, for federal government departments and agencies.

The portfolio of the Minister of Public Works and Government Services includes two Crown Corporations: Canada Lands Company Limited; and Defence Construction Canada. It also includes Shared Services Canada, which reports separately. The Office of the Procurement Ombudsman (OPO) also reports to the Minister and operates independently; details of its operations are provided in a separate annual report that is tabled in Parliament by the Minister.

Strategic Outcome and Program Alignment Architecture

PWGSC's Program Alignment Architecture (PAA), as approved by the Treasury Board, supports our strategic outcome to deliver high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions. The following table lists the programs that comprise PWGSC's PAA.

Strategic Outcome

High quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions

Programs



* The creation of Shared Services Canada was announced in August, 2011. That organization now carries out those activities which were previously the responsibility of PWGSC.

** Although it is a program of Public Works and Government Services, the Office of the Procurement Ombudsman is required to operate in an impartial and independent manner. The details of its operations and performance results are provided in the Procurement Ombudsman's annual report, which is tabled in each House of Parliament by the Minister of Public Works and Government Services following the fiscal year in accordance with legislative requirements.

Note: The visual identifier  denotes areas of contribution to the Federal Sustainable Development Strategy (FSDS).

Contribution of Priorities to Strategic Outcome

PWGSC's strategic outcome is to deliver 'high quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions'. Our work in support of this goal includes three organizational priorities: Delivering Efficient and Effective Services; Transforming Critical Infrastructure; Ensuring Sound Stewardship and Management Excellence. These are described in the table below, and are also reflected in the program planning highlights in Section II of this report.

PWGSC's Client Service Strategy

Both the "quality services" and "sound stewardship" aspects of PWGSC's Strategic Outcome are supported by the Department's Client Service Strategy, now in its third year of implementation. This department-wide initiative consists of six elements:

- Service Agreements,
- Service Standards,
- Innovative Service Offerings,
- Client Satisfaction,
- Client Engagement, and
- Service Culture.

The objective is to build a consistent, department-wide approach to client service management, that will bring greater clarity to service priorities and expectations, improve client satisfaction measurement, facilitate better client engagement, and introduce a more systematic approach to the ongoing development of a client service culture at PWGSC.

Building on the progress made over the past two years, each element of this strategy will be further implemented and consolidated in 2013-14 through all business branches, and further supported by those specific tools and processes they need to address their unique requirements. This includes easily accessible, timely, cost-effective solutions that help federal organizations, including small departments and agencies, fulfill their mandates.

Organizational Priorities

Organizational Priority	Type	Strategic Outcome and/or Program
Delivering Efficient and Effective Services	Ongoing	• Acquisitions • Accommodation and Real Property Services • Federal Pay and Pension Administration • Receiver General for Canada • Linguistic Management and Services • Specialized Programs and Services
Description Working within and across programs to continuously improve the efficiency and effectiveness of service delivery to PWGSC's clients inside and outside government. Why this is a priority? With a mission to deliver high-quality services and programs, PWGSC focuses on improving service delivery to meet the current and future needs of our clients, increase their satisfaction		

with the services they receive, and ensure they and Canadian taxpayers receive value for money.

Plans for meeting the priority

For 2013-14, the Department will:

- Make further progress in “Smart Procurement” by further simplifying and streamlining the procurement process. The Department will continue to strengthen relations with suppliers, making it simpler for them to do business with the Government of Canada, thereby ensuring our clients a continuing supply of high quality goods and services at competitive market rates.
- Continue the implementation of strategic government-wide initiatives, such as the Canadian Innovation Commercialization Program (CICP), the National Fighter Procurement Secretariat (NFPS) and the National Shipbuilding Procurement Strategy (NSPS).
- Sustain a best practice organization by improving the management and performance of our real property portfolio. This will include ongoing adoption of Workplace 2.0 standards to create healthy, innovative and supportive work environments for the public service, as well as continuing to advance the renewal of Real Property Service Management contracts (previously known as Alternate Forms of Delivery contracts).
- Implement the Transformation of Pay Administration Initiative, replacing the outdated pay system, streamlining business processes and consolidating pay services. This will ensure the long-term sustainability of the Government of Canada pay administration, increase efficiency, and generate \$78M in annual savings to the government starting in 2016-17.
- Pursue implementation and promotion of the use of direct deposit. The transition to direct deposit is scheduled to occur gradually over the next four years.
- Implement the administration of pensions for the Royal Canadian Mounted Police and the Canadian Forces in the new pension systems infrastructure and business processes for the Public Service Pension Plan.
- Expand Document Imaging Services to support federal government departments and agencies in their transformation initiatives by reducing the need to store large volumes of paper documents and allowing departments to improve client service and reduce operational costs.
- Explore government-wide opportunities for efficiencies in media sources offered through PWGSC’s Electronic Media Monitoring program to help federal institutions track emerging public issues and trends reported in the media.
- Enable federal clients using Government of Canada common financial, human resources and materiel management systems to leverage economies of scale through the sharing of common functionality, expertise and resources through Shared Services Integration program.
- Modernize and transform the Industrial Security Program’s operations with the goal of reducing red tape and increasing the efficiency of the security clearances process.
- Pursue implementation of Translation Bureau’s transformation to modernize the organization and put it on a solid footing for the future to ensure an efficient delivery of linguistic services to the Government of Canada.

Organizational Priority	Type	Strategic Outcome and/or Program
Transforming Critical Infrastructure	Ongoing	Accommodation and Real Property Services
Description Implementing major initiatives to transform the management of the Department's physical assets and support sound stewardship objectives.		
Why this is a priority? PWGSC must use its available resources to effectively maintain up-to-date infrastructure, introduce efficiencies in meeting the infrastructure needs of our clients, and exercise sound stewardship on behalf of Canadians.		
Plans for meeting the priority In 2013-14, the Department will: - Continue to protect the architectural integrity of the buildings in the Parliamentary Precinct through the Long Term Vision and Plan (LTVP): in order to allow Government to operate effectively now and for future generations. The first priority of the LTVP continues to be the rehabilitation of the heritage buildings on Parliament Hill (West, East and Centre Blocks). Major restoration work will continue on the West Block, 180 Wellington (Wellington Building) and the Sir John A. Macdonald (144 Wellington) buildings. - Ensure strategic management of our real property portfolio, by meeting accommodation needs through the prudent management of taxpayer dollars and by delivering a substantial program of work for our engineering assets (bridges, dams, wharves, the portions of the Alaska Highway under PWGSC custodianship and the Esquimalt Graving Dock). Through the implementation of a state of the art information technology system our reporting effectiveness will be improved. - Lead the Workplace 2.0 initiative for the Government of Canada, updating workspaces and enabling new technologies that create a more efficient workplace and realize savings.		
Organizational Priority	Type	Strategic Outcome and/or Program
Ensuring Sound Stewardship and Management Excellence	Ongoing	All Programs
Description Strengthening departmental practices and processes in the delivery of internal services and the management of financial and human resources in support of PWGSC's agenda, and supporting excellence in the greening of government operations.		
Why this is a priority? PWGSC is committed to building an enabling, productive workplace, to improving internal processes, and to promoting environmental sustainability government-wide. The activities related to this priority will also ensure that PWGSC conducts its operations with a high level openness, fairness, and transparency, and in a way that reflects our values.		
Plans for meeting the priority In 2013-14, the Department will:		

- Exercise financial leadership and oversight at PWGSC while ensuring value for money in delivering program priorities.
- Continue to pursue measures to further enhance the integrity framework which renders companies and individuals convicted under PWGSC's list of offences ineligible to do business with PWGSC. The Department will also look at other mechanisms that could be put in place to improve its due diligence, reduce opportunities for potential fraud, and strengthen our ability to manage risks.
- Continue to engage independent third-party fairness monitors to provide independent assurance that specific departmental activities are conducted in a fair, open and transparent manner.
- Continue preparations for electronic-only publications of the Canada Gazette (Part I, II and III); and electronic-only access to Government of Canada publications from the Depository Services Program. Both initiatives will be effective in 2014.
- Continue to seek efficiencies, improve service delivery and identify opportunities for additional savings.
- Maintain an integrated approach to workforce planning and management while fostering a healthy, sustainable workplace and a skilled, diverse workforce. Our human resources infrastructure will be streamlined and modernized through the implementation of the Common Human Resources Business Process and the adoption of the Government of Canada Human Resources Management System (PeopleSoft).
- Continue to strengthen PWGSC's Information Management (IM) practices to support effective decision-making and facilitate the delivery of programs and services in accordance with the Treasury Board of Canada Secretariat's Recordkeeping Directive. To achieve this, the Department is continuing its work towards implementing a new directive in accordance with Library and Archives Canada's Disposition and Recordkeeping Program, and addressing related retention and disposition requirements.
- In the context of the Federal Sustainable Development Strategy, work closely with other government departments on strategies to improve the environmental performance of the federal government's operations in the areas of green buildings, greenhouse gas emissions from federal operations, electronic waste, printing units, paper consumption, green meetings and green procurement. In addition, the Department is committed to reducing its own environmental footprint through the implementation of PWGSC's Sustainable Development Strategy 2011-14.

Risk Analysis

PWGSC integrates risk management principles into business planning, decision-making and organizational processes to minimize negative impacts and maximize opportunities across our diverse range of services and operations. Risk management is carried out through PWGSC in accordance with the TBS Framework for the Management of Risk, PWGSC Policy on Integrated Risk Management, the International Standards Organization's (ISO) 31000 and the Canadian Standards Association (CSA) Implementation guide to CAN/CSA-ISO 31000, Risk Management—Principles and Guidelines.

The PWGSC Corporate Risk Profile (CRP) provides a high level overview of PWGSC's strategic risks and risk environment. The CRP will be reported on in the Departmental Performance Report for 2012-13, and includes the following risks:

- **Financial Risk** – PWGSC's reliance on cost recovery poses risks in an environment of reduced expenditures on the part of client departments. It is important for us to be able to adjust to reduced operational demands while maintaining the quality of our services.
- There are always risks associated with major complex, transformational or interdepartmental projects. PWGSC's risk management approach includes: implementation of disciplined investment and project management processes; service agreements and service standards with clear identification of responsibilities; sound contract management; early engagement with client departments and other stakeholders; and the Department's Integrated Investment Plan (IIP).
- **Human Resource Strategy** – There is a risk associated with the need to attract and retain skilled human resources, failure of which may negatively affect the department's performance. The Department has developed the PWGSC People Management Philosophy and its related commitments, and has implemented various HR strategies such as leadership development, talent management, and knowledge transfer strategies, to address any future human resources concerns.

Planning Summary

The following table summarizes PWGSC's total planned spending for the next three fiscal years (2013-16).

Financial Resources (Planned Spending – in millions of dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
	2013-14	2013-14	2014-15	2015-16
Gross Expenditures	5,896.2	6,078.9	5,626.9	5,245.2
Less Respendable Revenues	(3,278.2)	(3,278.2)	(3,071.4)	(3,088.7)
Net Expenditures	2,618.0	2,800.7	2,555.5	2,156.5

Totals may not add up due to rounding.

The following table provides PWGSC's total human resources Full-Time Equivalents (FTEs) for the next three fiscal years (2013-16).

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
12,498	12,524	12,261

Planning Summary Table

Federal departments and agencies are supported by PWGSC's strategic outcome and programs. PWGSC's strategic outcome is aligned with the Government Affairs spending area of the Government of Canada's whole-of-government reporting framework, and therefore helps all departments and agencies to deliver on their mandates and serve Canadians.

Strategic Outcome	Program	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending			Alignment to Government of Canada Outcomes
					2013-14	2014-15	2015-16	
High quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions	Acquisitions	147.7	157.8	159.7	133.9	130.2	130.2	Well-managed and efficient government operations.
	Accommodation and Real Property Assets Management	2,259.4	1,963.6	2,073.1	2,117.1	1,903.8	1,527.3	
	Receiver General for Canada	119.8	123.1	118.1	116.9	99.8	100.0	
	Information Technology Infrastructure Services	33.7	7.7	0.0	0.0	0.0	0.0	
	Federal Pay and Pension Administration	46.9	67.7	80.3	104.1	114.1	105.7	
	Linguistic Management and Services	74.3	74.1	81.5	70.4	57.9	45.3	
	Specialized Programs and Services (Note)	58.1	57.3	48.5	43.9	40.0	40.0	
	Procurement Ombudsman	3.6	3.7	4.3	4.3	4.1	4.1	A transparent, accountable and responsive federal government.
Subtotal		2,743.5	2,455.0	2,565.6	2,590.6	2,349.8	1,952.6	

Note: In 2011-12, expenditures for the Ministers' Regional Offices (\$3.6 million) have been moved from Internal Services to align the expenditures with the related authorities reported under Specialized Programs and Services

Totals may not add up due to rounding.

Planning Summary Table for Internal Services (in millions of dollars)

Program	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending		
				2013-14	2014-15	2015-16
Internal Services	337.0	338.5	266.0	210.1	205.7	203.9

Planning Summary Total (in millions of dollars)

Strategic Outcome, Programs and Internal Services	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending		
				2013-14	2014-15	2015-16
Grand Total	3,080.5	2,793.5	2,831.6	2,800.7	2,555.5	2,156.5

Totals may not add up due to rounding.

Expenditure Profile

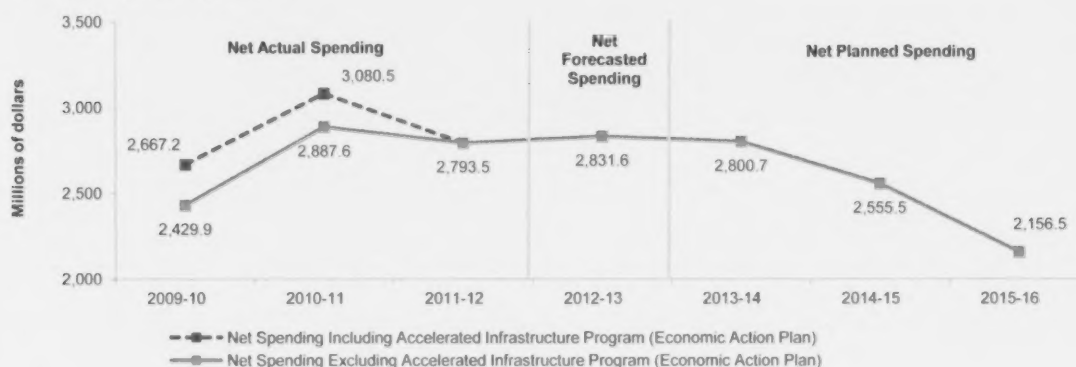
In the last few Federal Budgets, the Government introduced several measures as part of its ongoing commitment to eliminate the federal deficit and to return to a balanced budget. Those measures were designed to reduce the costs of government operations and restrain the growth of government expenditures.

PWGSC has successfully implemented the measures announced in past Budgets by assessing the effectiveness and efficiency of its programs and services in light of their contribution to the Department's mandate and the Government's priorities.

As a common service provider to other government departments, PWGSC is a key enabler of government-wide savings. One of the primary costs savings (Budget 2012) measures relates to the provision of office accommodation to other departments. Consistent with leading business practices, PWGSC has developed new office standards and will work with departments to recapture real property office space in response to reduced accommodation needs. PWGSC will also modernize its IT business applications to reduce maintenance and operating costs. It will also switch to making payments via direct deposit with resulting savings in paper reduction as well as in print services.

Sound financial management remains a priority for PWGSC. The Department will continue to focus on this crucial aspect including control of its travel, hospitality and conference expenditures to ensure optimal spending of its available resources. PWGSC is heavily dependent on revenues from federal departments and agencies and therefore will continue to closely monitor the effects of other departments' savings efforts on PWGSC's service lines.

PWGSC Spending Trend



The year over year variances in the table above are explained as follows:

- There is only a slight decrease between the Forecast spending for 2012-13 and the planned spending for 2013-14. The 2013-14 planned spending includes new funding for Engineering Assets projects and for the purchase of Les Terrasses de la Chaudière. However, this additional funding is offset primarily by 2011 and 2012 budget saving measures.
- Planned spending decrease from 2013-14 to 2014-15 is primarily due to the completion of the Sydney Tar Ponds site remediation project, the implementation of fiscal restraint measures and the conclusion of the purchase of Les Terrasses de la Chaudière.
- Planned spending decrease from 2014-15 to 2015-16 is mainly attributable to the completion of the current phase for the Long Term Vision and Plan for the Parliamentary Precinct rehabilitation and the continued implementation of fiscal restraint measures.

Estimates by Vote

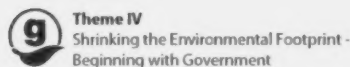
For information on our organizational appropriations, please see the *2013-14 Main Estimates publication*.

Contribution to the Federal Sustainable Development Strategy (FSDS)

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. The government will be consulting the public in 2013-14 regarding the second three-year cycle of the FSDS (2013-16). The 2013-16 FSDS will be finalized in 2013-14. It will be presented as part of year end performance reporting for 2013-14.

PWGSC ensures that consideration of these outcomes is an integral part of its decision-making processes. In particular, through the Federal Strategic Environmental Assessment (SEA) process, any policy, plan, or program initiative includes an analysis of its impact on attaining the FSDS goals and targets. The results of SEAs are made public when an initiative is announced, demonstrating the Department's commitment to achieving the FSDS goals and targets.

PWGSC contributes to Theme IV – Shrinking the Environmental Footprint - Beginning with Government as denoted by the visual identifier below.



These contributions fall under the following Programs and are further explained in Section II:

- Accommodation and Real Property Services
- Specialized Programs and Services
- Internal Services

For additional details on PWGSC's activities to support sustainable development please see Section II of this RPP and PWGSC's Sustainable Development Strategy webpage:

www.tpsgc-pwgsc.gc.ca/ecologisation-greening/publications/renouvelable-sustainable-eng.html.

For complete details on the Federal Sustainable Development Strategy please see the [Federal Sustainable Development Strategy](#) website.

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome

PWGSC's strategic outcome is to deliver high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

Programs

The following section describes PWGSC's programs and planning highlights that support our strategic outcome. It also includes an overview of the financial and human resources, the expected results, the performance indicators and targets for each program. Additional information is available on our departmental website at www.pwgsc-tpsgc.gc.ca.

Program: Acquisitions

Through this program Public Works and Government Services Canada (PWGSC) is the government's primary procurement service provider offering federal organizations a broad base of procurement solutions such as specialized contracts, standing offers and supply arrangements. The role of PWGSC in this area is to provide timely value-added acquisitions and related common services to the federal government.

Financial Resources (in millions of dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
	2013-14	2013-14	2014-15	2015-16
Gross Expenditures	349.5	353.6	349.4	350.9
Less Responsible Revenues	(219.7)	(219.7)	(219.2)	(220.7)
Net Expenditures	129.8	133.9	130.2	130.2
Note: The increase between the 2013-14 Main Estimates and planned spending is due to the timing of some items that will be approved after the Main Estimates deadline. This increase in gross expenditures is due to the addition of the Cost and Profit Assurance Program and the feasibility study of the Reprography License. The decrease in planned spending in 2014-15 is mainly due to the expiry of funding in 2013-14 for the Reprography License and the completion of the transition to a new service provider for the Shared Travel Services Initiative under the Optional Services Revolving Fund.				

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
1,970	1,912	1,869
Note: The reduction in Full Time Equivalents (FTEs) is primarily due to retirements, transfers and departures leading to the abolition of vacant positions.		

Expected Results	Performance Indicators	Targets
Fair, open and transparent acquisition that provides best value to Canadians and is delivered effectively and efficiently to the satisfaction of the government and Canadians.	% Government of Canada Spend through PWGSC Procurement instruments (Standing Offers and Supply Arrangements).	15%
	Proportion of total contracted value awarded competitively.	70%
Federal departments and agencies are provided with a broad range of procurement solutions including contracts, standing offers, supply arrangements and procurement tools that support timely acquisition and provide value for money to support the delivery of government programs and services.	% of files of basic/standard risk and complexity awarded within established timeframes as per published service standards.	80%

Planning Highlights

Working with the Department of National Defence to ensure that the men and women of Canada's armed forces have the equipment they need remains a top priority. We will continue to support the Royal Canadian Navy and the Canadian Coast Guard through the work of the National Shipbuilding Procurement Strategy (NSPS). The National Fighter Procurement Secretariat (NFPS) will continue with work regarding the replacement of Canada's aging fleet of CF-18 fighter jets for the Royal Canadian Air Force.

“Smart Procurement” remains a key strategic initiative for this Program. The intent is to make procurement simpler, faster, and more flexible to respond to shifting and increasing demands and expectations. Equally important is PWGSC’s ability, as the government’s primary procurement service provider, to obtain the greatest value for money, to leverage its buying power, and support the Government of Canada’s socio-economic objectives.

More specifically, we aim to ensure that:

Departments and agencies will benefit from Buyandsell.gc.ca as it continues to expand and improve its suite of pre-competed instruments and services. Departments and agencies will also be able take advantage of the deployment of a wide range of National Goods and Services Procurement Strategies (NGSPS). These will help to further streamline procurement processes, and empower agencies and departments in the exercise of their delegated authorities in an open, fair, and transparent manner.

Suppliers will have access to better information, as well as e-tools and services that will consistently evolve to reflect changes in the marketplace and technology, making it easier for them to do business with the Government of Canada. Engagement of suppliers and the use of independent third parties in the early stages of major procurement initiatives will become a normal part of the process, through which the supplier’s requirements and capabilities will be better understood. These measures will help improve procurement outcomes for both the Government of Canada and the supplier in terms of costs, efficiencies and deliverables.

Small and Medium Enterprises (SMEs) across the country will continue to be engaged in order to improve their participation in the government’s procurement process. Information on existing procurement opportunities will be disseminated early in the process to encourage SMEs, with the potential of meeting the requirements, to participate. The Canadian Innovation Commercialization Program (CICP) will also support SMEs by providing them with opportunities to showcase their pre-commercial products and services in a federal government environment in order to obtain broader marketplace recognition.

The PWGSC procurement workforce will continue to transform into an organization focused on the management of procurement strategies, as well as on specialized and higher risk procurements. Through enhanced engagement with clients, suppliers and other stakeholders, we will ensure that the support and services we provide will meet the real-time needs of departments and agencies. Better engagement will also generate a flow of current and reliable data and intelligence to help manage the supply chain with increased administrative efficiency and cost effectiveness. Furthermore, the procurement workforce will benefit from lessons learned through the use and the adaptation of innovative procurement approaches, such as the NSPS.

Canadian taxpayers will gain from the ability of the Department to leverage its buying power to open the door to new innovative Canadian products, and provide good value for money through our procurements. Broader application of procurement strategies will also provide Aboriginal businesses with opportunities to grow and adapt to marketplace fluctuations.

Success will be determined by the calibre and timeliness of services provided to clients, the effectiveness of our relationships with suppliers, and the degree to which acquisition is open, fair, and transparent, and recognized as such.

Program: Accommodation and Real Property Services

PWGSC provides federal departments and agencies with safe, healthy and affordable office and common use accommodation that supports the effective delivery of their programs and services. The Department acts as steward for various public works such as buildings, bridges and dams, and national treasures such as the Parliamentary Precinct and other heritage assets across Canada. PWGSC also provides other federal departments and agencies with responsive and cost-effective real property services.

Financial Resources (in millions of dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
	2013-14	2013-14	2014-15	2015-16
Gross Expenditures	4,457.3	4,596.2	4,220.9	3,875.9
Less Respendable Revenues	(2,479.1)	(2,479.1)	(2,317.2)	(2,348.5)
Net Expenditures	1,978.3	2,117.1	1,903.8	1,527.3
Note: The increase between the 2013-14 Main Estimates and planned spending is due to the timing of some items that are anticipated to be approved after the Main Estimates deadline. This increase in gross expenditures pertains to the continuation of Phase II of the Engineering Assets program, the reconstruction of Manège Militaire, the Long-term Vision and Plan for the Parliamentary Precinct rehabilitation and inflationary increase in federal accommodation requirements. The decrease in planned spending between 2013-14 and 2015-16 is mainly due to savings resulting from: space recapture and reduced office space footprint for public servants (Federal Budget 2012) and other fiscal restraint measures; the completion of the current phase for the Long-Term Vision and Plan for the Parliamentary Precinct rehabilitation and reduced federal accommodation requirements. The decrease in spending also reflects the completion of clean up of some Federal Contaminated Sites including the Sydney Tar Ponds. In addition, there is a decrease in revenue generating activities between 2013-14 and 2014-15, mainly due to a drop in demand for Professional and Technical Services from Other Government Departments as a result of government wide expenditure restraint. These services and revenues remain relatively stable between 2014-15 and 2015-16.				

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
3,853	3,771	3,736
Note: The planned decline in FTEs is due mainly to the completion of various major projects in Atlantic Region.		

Expected Results	Performance Indicators	Targets
Federal organizations have affordable accommodation and facilities meeting Government standards that support the delivery of their programs and services.	More efficient use of office space as measured by m ² allocation per person.	18.9/m ²
	Affordability of office space as measured by cost per m ² .	\$323/m ²
Federal organizations and the Parliament of Canada receive responsive and cost-effective real property services in support of the delivery of their programs and services.	Percentage of all Real Property projects >\$1M that are on-time, on-budget, on-scope.	90%
	Dollars spent in the private sector for each dollar that we spend internally on billable labour/ Increased Private Sector Leverage (Blend).	>=11
Strategically-managed real property portfolio that maximizes economic benefit and minimizes short and long term liability.	Maintenance and recapitalization costs as a percentage of portfolio replacement cost. (Facilities Condition Index).	<10%
	Percentage of vacant marketable Crown-owned office space.	<=5%

Expected Results	Performance Indicators	Targets
Essential property management services ensure an ongoing safe and secure environment for the operation of Parliament 24 hours of the day.	Number of hours per annum that essential property management services are not provided for ongoing operation of Parliament.	No more than 48 hours, or 2 days per annum



Planning Highlights

- PWGSC will continue to ensure that we have the right resources to guarantee a high standard of service delivery to our real property clients. We will also continue our successful partnering with the private sector, allowing us to be agile in the delivery of specialized services. The implementation of better information systems will enhance our operational performance by providing more accurate and integrated reporting, resulting in improved business intelligence and decision making.
- PWGSC will continue to be an innovative, best practice leader across all essential elements of its real property operations by providing value for money; ensuring sound stewardship; delivering quality services, and demonstrating due diligence, oversight and effective custodianship.
- We will continue to be a responsible steward of our portfolio of engineering assets (bridges, dams, wharves, the portions of the Alaska Highway under PWGSC custodianship and the Esquimalt Graving Dock), ensuring ongoing service and safety, while protecting taxpayer investments. We aim to deliver projects on time, on budget and within scope while demonstrating due diligence and appropriate oversight.
- The remediation of the Sydney Tar Ponds and Coke Ovens is in its final phase of completion. The success of this award-winning project has yielded long term environmental, economic, and social benefits for Nova Scotians, First Nations Communities and all Canadians. When remediation is complete, Nova Scotia will take ownership of the lands, maintaining and monitoring them in accordance with the Long Term Maintenance and Monitoring Agreement signed on March 29, 2012.
- PWGSC's Long Term Vision and Plan to rehabilitate buildings in the Parliamentary Precinct is expected to remain on time and on budget. In 2013-14, planned work and expected results on key buildings will include: **West Block** (<http://www.collineduparlement-parliamenthill.gc.ca/batir-building/ouest-west/eo-wb-eng.html>); **Wellington Building** (<http://www.collineduparlement-parliamenthill.gc.ca/batir-building/mod-wellington-eng.html>); **Sir John A. Macdonald Building** (<http://www.collineduparlement-parliamenthill.gc.ca/batir-building/mod-sjam-eng.html>); **East Block** (<http://www.collineduparlement-parliamenthill.gc.ca/batir-building/est-east/rtno-nwtr-eng.html>); **Centre Block** (<http://www.collineduparlement-parliamenthill.gc.ca/batir-building/centre/mod-dfcntn-cntrblk-eng.html>); **Confederation Building** (<http://www.collineduparlement-parliamenthill.gc.ca/batir-building/mod-confederation-eng.html>).

Program: Receiver General for Canada

This program manages the operations of the federal treasury and maintains the Accounts of Canada. It provides federal departments with an optional financial management system, bill payments services and document imaging.

Financial Resources (in millions of dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
	2013-14	2013-14	2014-15	2015-16
Gross Expenditures	157.9	157.9	143.0	144.7
Less Respendable Revenues	(41.0)	(41.0)	(43.3)	(44.7)
Net Expenditures	116.9	116.9	99.8	100.0
Note: The decrease in planned spending between 2013-14 and 2014-15 is mainly due to savings announced in Budget 2012. The increase in revenues is due to the expansion of some activities such as Payment Services and Document Imaging.				

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
430	436	461
Note: FTEs increase as Document Imaging Services increase their volumes.		

Expected Results	Performance Indicators	Targets
Timely and efficient issuance of all government payments, provision of deposit detail reports, and central accounting reports.	Average unit cost per payment.	\$0.29
	Percentage of payments issued through direct deposit.	79%
	Percentage of Receiver General payments issued within established timeframes and in the prescribed amount.	99.99%
	Public Accounts of Canada posted on the web within 24 hours of tabling in the House of Commons.	100%
Note: Average unit cost per payment represents an average unit cost of \$0.82 for payments made by cheque and of \$0.13 for payments made by direct deposit.		

Planning Highlights

- PWGSC will continue to phase out the issuance of cheques in favour of direct deposit and is on target to meet the deadline of April 1, 2016 for most federal disbursements. We will engage with Canadians, in collaboration with other federal departments and agencies and financial institutions, and we will leverage technology to facilitate and increase enrolment.
- PWGSC is undertaking a Receiver General Modernization Initiative to review treasury and accounting delivery and its supporting information technology (IT) systems. Our aim is to maintain the integrity and sustainability of critical government-wide treasury and accounting functions and enhance accessibility to government-wide accounting information. The Project Identification Phase will be completed in 2013-14 and deliverables will include a preliminary project plan and business case.

- As the Department responsible for government banking services, PWGSC is implementing a process to oversee federal departments' continuous compliance with the mandatory Payment Card Industry Data Security Standards. In addition, we will continue our efforts to expand alternative payment methods by allowing departments to use pre-paid cards in specific circumstances.
- PWGSC will continue to expand our international direct deposit capabilities from 32 to 48 countries by the end of March 2014.

Program: Information Technology Infrastructure Services

Effective August 4, 2011, *Shared Services Canada* was created, pursuant to *s. 31.1 of the Financial Administration Act* and Order-in-Council *PC Number: 2011-0877*. Shared Services Canada's mandate is to standardize and consolidate information technology services in the federal government in order to reduce costs, improve services, and leverage capacity in the public and private sectors through pooled resources and greater buying power.

In 2012-13, Public Works and Government Services Canada transferred to Shared Services Canada the control and supervision of operational domains related to email, data centres and network services, including telecommunications for voice and data, IT Security and Distributed computing services, along with the associated funding.

The remainder of IT services at PWGSC are reported under the program Internal Services.

Program: Federal Pay and Pension Administration

This program provides reliable central systems and processes for pay and pension administration to other federal organizations. Through our pay and pension services, PWGSC ensures that federal government employees and pensioners are paid accurately and on time.

Financial Resources (in millions of dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
	2013-14	2013-14	2014-15	2015-16
Gross Expenditures	210.4	250.2	215.6	195.9
Less Respendable Revenues	(146.0)	(146.0)	(101.5)	(90.3)
Net Expenditures	64.4	104.1	114.1	105.7
Note: The increase between the 2013-14 Main Estimates and planned spending is due to the timing of some items that will be approved after the Main Estimates deadline. This increase in gross expenditures is mainly due to the funding for the Implementation phase of Pay Modernization Project. The decrease in gross expenditure and respendable revenues between 2013-14 and 2015-16 is mainly due to the completion of projects such as the Royal Canadian Mounted Police Pension Project, definition phase 1 for the Department of National Defense Pension Modernization, and the Legacy Pay Systems. These decreases are offset by increases in funding due to the advancement of delivery schedules for the implementation of the Consolidation of Pay Services and the Pay Modernization Projects.				

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
1,602	1,747	1,677
Note: FTEs increase in 2014-15 due to hiring for the Public Service Pay Centre which is partially offset by the winding down of the Transformation of Pay Administration Initiative in 2015-16.		

Expected Results	Performance Indicators	Targets
Employees and retirees are paid accurately and on time through reliable and efficient central systems and processes.	Percentage of public service pay and pension (PSSA and CFSA) transactions and pension payments processed within established timeframes.	95%
	PWGSC cost per account to administer pay for all Government of Canada employees.	\$120
	Government of Canada-wide cost per account to administer pension.	\$163
Note: Payments to employees and retirees is also dependant on timely and accurate actions by Federal Government departments and agencies.		

Planning Highlights

- PWGSC will continue transforming the systems and processes of pay administration by increasing flexibility and web self-service for managers and employees. Service levels will be improved and standardized, decreasing the workload of compensation advisors in government departments, and generating significant government-wide operation savings.
- PWGSC will complete the development and begin client acceptance testing for the migration of the Royal Canadian Mounted Police pension plan administration to PWGSC, including the new legislative requirements for Bill C-18, using the new pension infrastructure implemented for the Public Service Pension Plan.
- PWGSC will complete the detailed design and begin development for the migration of the Canadian Forces pension plan administration to PWGSC using the new pension infrastructure.
- Detailed design activities for the Pay Modernization Project are underway and will be completed in 2013-14 to modernize the pay system and streamline business processes based on industry-standard practices.
- An additional 197 employees will be hired by September 2013 for the second group of 27 departments and agencies to gradually transfer their pay accounts to the PWGSC Public Service Pay Centre in Miramichi, New Brunswick.
- PWGSC will continue to advance electronic payment and pay services by increasing self-service tools through the Compensation Web Applications, and phasing out paper cheques. With employees having electronic access to all their compensation documents (with the option to print on demand), PWGSC is targeting the elimination of unnecessary automatic printing of paper products (for example, pay stubs and tax slips). These initiatives support governmental greening initiatives and serve to enhance PWGSC's service offerings.

Program: Linguistic Management and Services

This program defines the Translation Bureau as a key component of the federal government's service delivery infrastructure. The Translation Bureau is the principal internal linguistic services provider and offers translation, revision, interpretation and other linguistic services for Parliament, the judiciary, and federal departments and agencies. It is also the terminology authority within the federal government and has been mandated to develop terminology standards to ensure clear, uniform and quality communications within government. Moreover, it ensures that there is a sustainable, qualified and secure supply of linguistic resources available to support any linguistic requirements of the Government and to support Canada's economic and social agenda. This program is mandated under the *Translation Bureau Act*.

Financial Resources (in millions of dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
	2013-14	2013-14	2014-15	2015-16
Gross Expenditures	246.6	246.6	231.2	218.9
Less Respendable Revenues	(176.2)	(176.2)	(173.3)	(173.5)
Net Expenditures	70.4	70.4	57.9	45.3
Note: Drop in revenues forecast between 2013-14 and 2014-15 is due to decreased demand for translation services. This decreased revenue should stabilize during subsequent planning years. The drop in gross expenditures between 2013-14 and 2014-15 is directly related to the drop in demand and to the Translation Bureau's transformation initiative, whose aim is to improve the efficiency of its processes and reduce its fixed costs. The decrease in gross expenditures forecast in 2015-16 will arise mainly from efficiencies achieved during previous years through the use of technolinguistic tools, the end of additional funding for parliamentary language services effective March 31, 2015, and the Translation Bureau's transformation initiative.				

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
1,381	1,302	1,233
Note: For the past few years, the Translation Bureau has been facing a decrease in translation demand from federal departments and agencies. As additional reductions are planned in the upcoming years, the Bureau must therefore adopt a flexible structure that will allow it to cope with fluctuations in demand by reducing the size of its workforce gradually through attrition.		

Expected Results	Performance Indicators	Targets
The Government of Canada is able to operate in both official languages and to communicate with Canadians in the official language of their choice.	Percentage of documents translated and revised for Parliament within the agreed-upon deadlines.	95%
	Percentage of clients satisfied with services provided by the Translation Bureau.	85%
	Total cost of linguistic services/Total billed time.	\$87 per billed hour

Planning Highlights

- PWGSC's Translation Bureau will continue to implement its transformation plan, started in 2011-12, in order ensure the organization's financial viability by achieving savings of \$40M and boosting productivity by 35% over five years using language technologies. It will also reform linguistic services procurement processes, rationalize office space, expand telework, develop and adopt translation technologies and simplify administrative processes.

- To help the government communicate timely, quality information to Canadians in both official languages, the Translation Bureau will continue to provide 24 hours a day, 7 days a week translation and interpretation services to Parliament and to federal departments and agencies.
- Lastly, the Translation Bureau will continue to act as the federal government's terminology authority. It will standardize federal government terminology on an ongoing basis, and it will showcase Canada's collective wealth of linguistic and terminological knowledge by way of the Language Portal of Canada and TERMIUM®, the Government of Canada's terminology and linguistic data bank.

Program: Specialized Programs and Services

This program provides federal organizations with high quality, timely and accessible specialized services and programs in support of sound, prudent and ethical management and operations.

Financial Resources (in millions of dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
	2013-14	2013-14	2014-15	2015-16
Gross Expenditures	95.7	95.7	90.9	90.8
Less Respendable Revenues	(51.8)	(51.8)	(50.9)	(50.8)
Net Expenditures	43.9	43.9	40.0	40.0
Note: The reduction in planned spending between 2013-14 and 2014-15 is mainly due to savings announced in Budget 2012 and completion of the Human Resources Modernization project.				

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
664	680	680

Expected Results	Performance Indicators	Targets
Canadians have access to centralized Government of Canada information and federal organizations receive advice to improve delivery of selected Government of Canada communications activities.	Percentage of communications information services meeting established performance targets.	80%
Federal organizations have access to high quality, timely and cost-effective corporate administrative systems support and HR services that contribute to a more effective and well managed public service.	Percentage of client satisfied with services provided by Shared Services Integration.	80%
Classified/protected Government of Canada information and assets are safeguarded.	Percentage of simple reliability screenings processed within 7 business days.	85%
Federal Cabinet Ministers and their officials receive secure accommodations and services through offices located across Canada, enabling them to conduct Government of Canada business outside of the National Capital Region.	Annual operational cost of MROs per client served.	no more than \$149



Planning Highlights

Through its specialized programs and services, PWGSC will:

- Continue to contribute to the government's security agenda to protect Canadians and support industry competitiveness by strengthening the Industrial Security Program (ISP). In 2013-14, PWGSC will continue to modernize and transform Industrial Security Program (ISP) operations with the goal of reducing red tape and setting the stage for the increased portability of security clearances and elimination of duplication.
- Support, through the Forensic Accounting Management Group, national, provincial and municipal law enforcement organizations and other government departments and agencies by providing expert forensic accounting services, including expert testimony, for criminal investigations. The services provided pertain to proceeds of crime, commercial crime, money laundering, security market fraud investigations and terrorist financing activities.
- Continue preparations for electronic-only publications of the Canada Gazette (Part I, II and III); and electronic-only access to Government of Canada publications from the Depository Services Program. Both initiatives will be effective in 2014.
- Continue to provide human resources services, common HR systems and financial systems to small departments and agencies.
- Continue to work with partner departments in researching and developing policies, strategies and guidance to reduce the environmental footprint of federal government operations. PWGSC is a participant in the Federal Sustainable Development Strategy (FSDS) and contributes to the following greening government operations target areas: Green Buildings, Greenhouse Gas Emissions from Federal Operations, Electronic Waste, Printing Units, Paper Consumption, Green Meetings and Green Procurement. For additional details please see PWGSC's Greening Government Operations Supplementary Table in Section III:
<http://www.tpsgc-pwgsc.gc.ca/rappports-reports/rpp/2013-2014/rst-sit-eng.html>.

Program: Procurement Ombudsman

This program, operating at arm's length from the government, reviews procurement practices across federal departments and agencies, investigates complaints from potential suppliers with respect to awards of contracts for goods and services below certain threshold, and complaints concerning the administration of contracts, and ensures the provision of an alternative dispute resolution program for contracts. This program helps to promote fairness and transparency of the procurement process.

Financial Resources (in millions of dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
	2013-14	2013-14	2014-15	2015-16
Gross Expenditures	4.3	4.3	4.1	4.1
Less Respendable Revenues	0.0	0.0	0.0	0.0
Net Expenditures	4.3	4.3	4.1	4.1
Note: The decrease in planned spending between 2013-14 and 2014-15 is due to savings announced in Budget 2012.				

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
29	30	30

Expected Results	Performance Indicators	Targets
Increased awareness of fairness, openness and transparency in federal procurement practices.	Percentage of departments, whose practices were reviewed, that have accepted report recommendations.	100%
	Percentage of complaints, within OPO's mandate, that have been addressed.	100%

Planning Highlights

- The Procurement Ombudsman will provide an independent and neutral avenue to address complaints from suppliers regarding contract award and administration. While all Canadian suppliers benefit, small and medium-sized enterprises, in particular, will find a neutral focal point to address their concerns and complaints.
- Alternative Dispute Resolution services will be offered to departments and suppliers, providing an independent and affordable option over lengthy and expensive litigation. Having a neutral third party facilitate the resolution of disputes will help level the playing field and preserve business relationships between government and Canadian suppliers.
- Procurement practices of departments and agencies will be reviewed for fairness, openness and transparency and any appropriate recommendations for improvement will be made. To ensure a consistent and successful approach to undertaking practice reviews, the Office of the Procurement Ombudsman (OPO) will refine its methodology to improve the review topic selection process and continue to work collaboratively with departments and agencies to obtain their input.
- The Procurement Ombudsman will continue to enhance its outreach program to further increase awareness of the OPO's role and services and promote the sharing of procurement-related information with all federal procurement stakeholders. This includes providing easier access to its people, products and services, and using communication to raise awareness of issues and foster a greater understanding of federal procurement.
- The Procurement Ombudsman will produce an Annual Report of the Office of the Procurement Ombudsman shortly after the end of the fiscal year in accordance with its legislative requirements. This report will focus on raising awareness of the OPO activities and procurement issues faced by Canadian suppliers and the federal procurement community. In keeping with the Government of Canada's greening government initiative and decision to transition all government publications from print to electronic, the OPO already has begun moving towards publishing this report in electronically format only.

Additional information is available on the Web site of the Office of the Procurement Ombudsman at: <http://opo-boa.gc.ca>.

Program: Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal Services include only those activities and resources that apply across an organization and not those

provided specifically to a program, such as human resources, information technology, finance and corporate services.

Financial Resources (in millions of dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
	2013-14	2013-14	2014-15	2015-16
Gross Expenditures	374.5	374.5	371.7	364.0
Less Respendable Revenues	(164.4)	(164.4)	(166.1)	(160.1)
Net Expenditures	210.1	210.1	205.7	203.9
Note: The decrease in planned spending between 2013-14 and 2014-15 is mainly due to savings announced in Budget 2012. The decrease in respendable revenues between 2014-15 and 2015-16 is primarily due to the expiry of a memorandum of understanding (MOU) on March 31, 2015 for the provision of financial system services between Finance Branch and Shared Services Canada.				

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalent—FTE)

2013-14	2014-15	2015-16
2,569	2,646	2,575
Note: The increase in FTEs for 2014-15 is due mainly to the increase in workload volumes associated with the Industrial Security Program and with the expansion of service offerings for Shared Services Canada (SSC) Financial System Solutions. The decline of FTE's in 2015-16 is as a result of the transfer of PWGSC pay accounts to the new Pay Centre in Miramichi, NB, as part of the Pay Consolidation Project.		



Planning Highlights

- The Departmental Oversight Branch (DOB) will continue to provide the Minister and Deputy Minister with assurance that departmental operations are being carried out with prudence, integrity, probity and transparency, in accordance with established legislation, regulations, policies and practices. Working in close collaboration with other Branches in PWGSC, the DOB oversight function seeks to ensure that PWGSC is guided by modern management practices, ongoing and increasing focus on ensuring the integrity of activities, processes and results, and the sound stewardship of public funds. In addition, DOB is responsible for administering the *Public Servants Disclosure Protection Act*, which encourages public servants to report wrongdoing in the workplace.
- DOB will continue to monitor the implementation of the Integrity Framework, which increases due diligence, reduces the opportunity for fraud and better manages the reputational risk to the procurement process and to real property transactions.
- The Operational Integrity Sector (OIS) will continue to contribute to the integrity of departmental activities by providing fairness monitoring, business dispute management and special investigations services. The OIS plays a key role in providing assurance that departmental activities are conducted in a fair, open and transparent manner. The OIS also conducts administrative investigations into allegations of wrongdoing, impropriety, mismanagement and other irregularities in PWGSC.
- Corporate Security will continue to ensure the protection of departmental personnel, information and assets, including those facilities managed as a custodian of real property. It will continue to protect the national critical infrastructure and services provided to

government and Canadians through the ongoing assessment of threats and risks and the effective security design of departmental accommodations and real properties.

- The Office of Audit and Evaluation (OAE) will contribute to the integrity and effectiveness of departmental operations by delivering independent and credible internal audits that provide reasonable assurance on the effectiveness and adequacy of risk management, controls and governance processes. Furthermore, the OAE will continue to deliver neutral evaluations on the relevance and performance of departmental programs, policies and initiatives. The OAE plays an important role in supporting the Deputy Minister in discharging her responsibilities as Accounting Officer.
- In keeping with our continued commitment to sound financial management the Finance Branch will:
 - Strengthen financial accountability and ensure optimal use of departmental resources through a number of initiatives such as the Financial Management Framework, Budget Management Excellence, and the Departmental Integrated Investment Plan.
 - Expand the functionality of our Departmental Financial and Materiel System to ensure that PWGSC supports the requirements of its business lines in a cost effective way, while providing the infrastructure and expertise to provide efficiencies for all stakeholders, including Shared Services Canada, to whom system services are provided on a cost recovery basis.
 - Maintain strong oversight over the implementation of approved budget savings measures.
- PWGSC continues to support the placement of departmental employees affected by Strategic Review, the deficit reduction action plan and other restraint measures. We remain committed to effective resource planning as part of integrated planning, as well as building on lessons learned in workforce management and sharing best practices across the public service human resources community. Through our departmental human resources management priorities, and in accordance with our core values, PWGSC remains focused on strengthening workforce capacity and creating a sustainable, healthy workplace while positioning the Department for the future.
- PWGSC will continue to transform and modernize Information Technology services to reduce the total cost of operations.
- PWGSC will enhance Information Management practices to support effective decision making, facilitate knowledge retention and enable better delivery of PWGSC services and programs.
- Communications Branch will continue to provide external and internal communications strategic advice, support and services to the Department's business lines and the senior executive offices (Deputy's and Minister's offices) and to serve as the focal point for the flow of strategic and operational communications to advance departmental and governmental priorities.
- PWGSC is also implementing a new records management Service Delivery Model comprised of a Centre of Expertise and Branch Operations Model, to focus on PWGSC's recordkeeping obligations and is also enhancing internal promotion of good recordkeeping practices. A

project was also initiated to review, analyze and develop action plans to address branch legacy record and information holdings. This work will support the establishment of an inventory of all structured and unstructured information repositories, including shared drives. A review of the electronic records currently captured and maintained within the current electronic document management system is also underway to assess their business value and retention; and disposition requirements. This work will facilitate the migration to GC Docs the new information management software.

- In order to respond on time to Access to Information (ATI) requests, PWGSC's Access to Information and Privacy Directorate will continue to provide training and support for ATIP liaison officers and employees in the Department in order to maintain consistent results in ATI response rates. An action plan was developed in 2012-13 by the Privacy Working Group, which has been established to identify opportunities for the improvement of the PWGSC's management of personal information by looking at best practices in other institutions and reviewing the Department's privacy breach protocol.

PWGSC is a participant in the Federal Sustainable Development Strategy (FSDS) and contributes to the Greening of Government Operations targets through the internal services program. The department contributes to the following target areas of Theme IV of the FSDS:

- Greenhouse gas emissions reduction
- Green procurement (including Green Travel)
- Printing unit rationalization
- Paper consumption reduction
- Electronic waste tracking
- Green meetings tracking

For additional details on PWGSC's Greening Government Operations activities please see Section III – supplementary information tables <http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rpp/2013-2014/rst-sit-eng.html>.

- PWGSC is piloting a green travel commitment that will reduce greenhouse gas (GHG) emissions from business related air travel. A key enabler for achieving this commitment is the new government online travel booking tool which is expected to be launched in 2014.

Section III: Supplementary Information

Financial Highlights

The highlights presented in this section are intended to serve as a general overview of PWGSC's future-oriented results. The following condensed Future-Oriented Financial Statements are prepared on an accrual basis of accounting to better align consumption of resources with the services provided, rather than solely reporting inflows and outlays of cash.

The complete set of PWGSC's *Future-Oriented Consolidated Financial Statements* can be found on PWGSC's website at: <http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rpp/index-eng.html>.

Condensed Future-Oriented Statement of Operations (in millions of dollars)

	Estimated Results 2012-13	Planned Results 2013-14	Change
Total Expenses	5,363.7	5,046.1	(317.6)
Total Revenues	2,884.8	2,604.6	(280.2)
Net Cost of Operations	2,478.9	2,441.5	(37.4)

The decrease of \$317.6 million in 2013-14 Planned Expenses when compared to the 2012-13 Estimated Expenses is mainly attributable to:

- **a decrease in business volume of \$280.2 million** due largely to the completion of projects by the Real Property Services Program for Correctional Services Canada, Royal Canadian Mountain Police, and Health Canada which explain major reductions in repairs and maintenance as well as other expenses.
- **a decrease of \$66.6 million** in expenses in accordance with Budget 2011 Strategic Review to ensure that Government programs and services meet the priorities of Canadians and are aligned with federal responsibilities;
- **a decrease of \$28.1 million** in expenses in accordance with the Budget 2012 Deficit Reduction Action Plan. This reduction will generate ongoing savings from operating efficiencies and improving productivity in support of the Government of Canada measures to ensure a return to balanced budgets over the medium term;
- **partially offset by:**
 - **a net increase of \$54.7 million** in amortization expense due to the acquisition of new buildings in 2012-13; and
 - **an increase of \$32.3 million** in expenses under the Initiative to Fix the Pay System to support the continued implementation of the Consolidation of Pay Services in Miramichi, NB.

The reduction of \$280.2 million in 2013-14 Planned Revenues when compared to 2012-13 Estimated Revenues is mainly attributable to:

- **a decrease in business volume of \$280.2 million.** PWGSC's revenues and expenses are closely correlated, thus revenue reductions are due to the same factor outlined previously for the expenses.

Condensed Future-Oriented Statement of Financial Position (in millions of dollars)

	Estimated Results 2012-13	Planned Results 2013-14	Change
Liabilities	(3,920.4)	(4,282.0)	(361.6)
Financial assets	857.6	868.5	10.9
Non financial assets	5,994.5	6,629.0	634.5
Departmental net financial position	2,931.7	3,215.5	283.8

Liabilities are estimated to increase by \$361.6 million in 2013-14 when compared to 2012-13. This is mainly due to:

- **a net increase in lease obligations of \$381.6 million** related to new capital leases;

- partially offset by a decrease of \$34.4 million in employee future benefits.

The \$634.5 million increase in non financial assets in 2013-14 when compared to 2012-13, is primarily due to:

- total acquisition of tangible capital assets of \$755.9 million mainly related to real property projects and initiatives, such as Parliamentary Precinct restoration and rehabilitation, Engineering assets, and improvements related to major projects;
- acquisition of new buildings under capital leases for a total amount of \$577.4 million; and
- an offset of \$698.5 million due to amortization and appropriate alignment of tangible capital assets.

Net Cost of Operations vs. Net Planned Spending

Reporting of financial authorities, which is primarily based on cash flow requirements, does not reflect reporting of the Future-Oriented Net Cost of Operations, which is on an accrual basis. The difference in the types of reporting may be summarized and explained as follows:



- 1) **Acquisition of Capital Assets of \$755.9 million:** Acquisitions of capital assets are funded through parliamentary authorities. However, only the value of their annual amortization expense will be captured in the Net Cost of Operations. Their full value is presented in the Consolidated Statement of Financial Position.
- 2) **Management Estimates and Obligations of \$396.7 million** are mainly related to:
 - an amount of \$568.9 million for the amortization expense of tangible capital assets which does not require the use of funds;
 - services provided without charge, in the amount of \$59.2 million, that are accounted for in these statements. The Department receives these services from other government departments for legal services, employer's contribution to the health and dental insurance plans and workers' compensation coverage; and
 - partially offset by an amount of \$195.8 million of payments on capital leases which requires the use of funds and reduces financial liabilities.

List of Supplementary Information Tables

All electronic supplementary information tables found in the 2013-14 Report on Plans and Priorities can be found on the Public Works and Government Services Canada Web site:

- Details on Transfer Payment Programs
- Greening Government Operations
- Horizontal Initiatives
- Upcoming Internal Audits and Evaluations over the next three fiscal years
- Sources of Respendable and Non-Respendable Revenue
- Status Report on Transformational and Major Crown Projects
- Summary of Capital Spending by Program

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Other Items of Interest

Organizational Contact Information

General Inquiries

For more information on programs and services of Public Works and Government Services Canada, please communicate with:

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ATTN: General Enquiry Website: <http://www.tpsgc-pwgsc.gc.ca/comm/index-eng.html>

E-mail – General Inquiries: questions@tpsgc-pwgsc.gc.ca

Toll-free number for hearing-impaired person: 1-800-926-9105

The URL for the Public Accounts of Canada 2012:

<http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html>

The URL for the Tax Expenditures and Evaluations publications:

<http://www.fin.gc.ca/purl/taxexp-eng.asp>